Title 40/CCA LSS Initiative

Working Team Meeting Updates

30 Sep 08

Agenda

Title 40/CCA Core Team

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Objectives:

- Sub-team Leads chosen/elected
- Understand how to correctly identify the needs of a customer
- Understand how to gather Customer VoC
  - Tools
  - Techniques
  - Proper Construction of Questions
- Understand the value of testing Customer questions before starting data collection (interviews)

Time	Topic	Details	Facilitator
5 min	Review	Work Progress from 9/23Team Workshop	Ed
20 min (+/-)	Critical To Quality (CTQs)	What are CTQs? Why do they matter?	Rick
60 min (+/-)	Metrics	Introduction to what key performance indicators are … how to define them and measure them. Review draft questions for sub-teams & determine key CCA metrics.	Ed
30 min (+/-)	Gathering Voice of the Customer (VoC)	Introduction to determining Customer Needs, Customer Interview Procedures and Interview Suggestions.	Rick / Ed
5 min	Wrap-up	Next Steps & Action Item Review	Ed / Rick

Sub-Team Composition List from 9/23

Title 40/CCA Core Team

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Title 40/CCA Requirement	Project Team Members
Core Priority Function Determination	Robert Bolluyt, John Burson, Michael Stewart, Betsy McChesney
Outcome-based Performance Measures (MOEs) & Post Implementation Review (PIR)	Len Sadauskas, Amelia Grazioso, Betsy McChesney, LTC Rose Card, CDR Ben Torreon (advisor), Jack Zavin, Michael Stewart, Neal Zank
Business Process Redesign (BPR)	Tom Hickok, Michael Stewart, Enterprise Integration Resource, TBD J8 or J6
Outsourcing Determination	Rick Perron, Leo Milanowski (ask)
Analysis of Alternatives (AOA)	Ed Wingfield, Bill May, Gabe Leyva, PA&E (ask), LTC Rose Card, Service Representation (ask)
Economic Analysis (EA)	Ed Wingfield, Bill May, Gabe Leyva, PA&E (ask), Service Representation (ask)
Acquisition Performance Measures	Ric Sylvester, Bob Leach, MaryAnn Engelbert, Tammy Ortega, Wendell Irby (ask)
Global Information Grid (GIG) (Information Support Plan (ISP)	Ed Zick, Paul Szabados, ISP Service Contacts
Information Assurance (IA) strategy	Art King, Dominic Cussatt, IA Service Contacts
Modular contracting	Skip Hawthorne, Ric Sylvester to ask, Vern McKamey (ask)
DoD IT Registry	Ed Wingfield, Kevin Garrison, Tammy Ortega

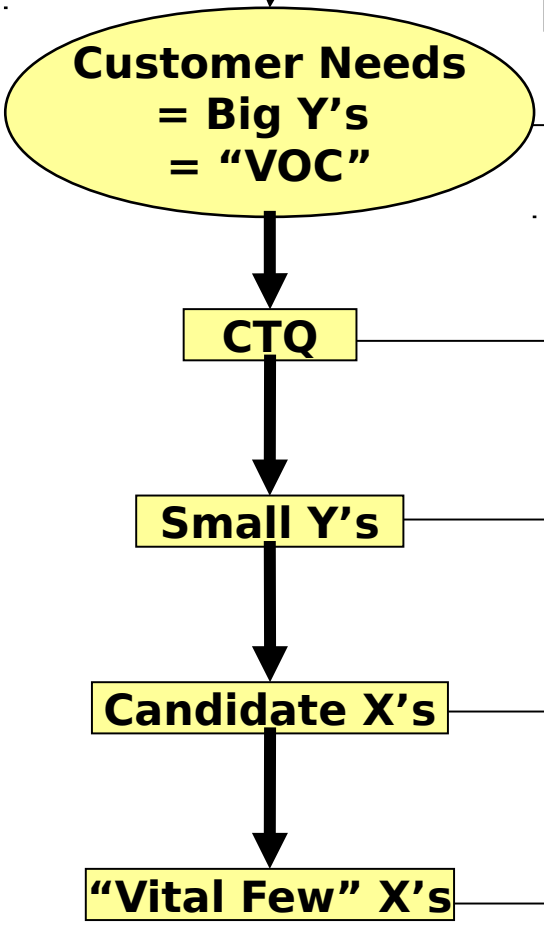
What are CTQ's?

- CTQ = "Critical To Quality" characteristics
  - Measurable characteristics of a product or process
  - Imply performance standards that **must be met** in order to satisfy the customer.

- Role of CTQ's in your project
  - Ensure that your project is directly linked to a critical issue affecting customer satisfaction
  - Typically focus on 1 or 2 CTQ's
  - The basis for project success

CTQ Flow Down

Begin with customer needs and "flow down" to X's



"Voice of the Customer" (VOC)

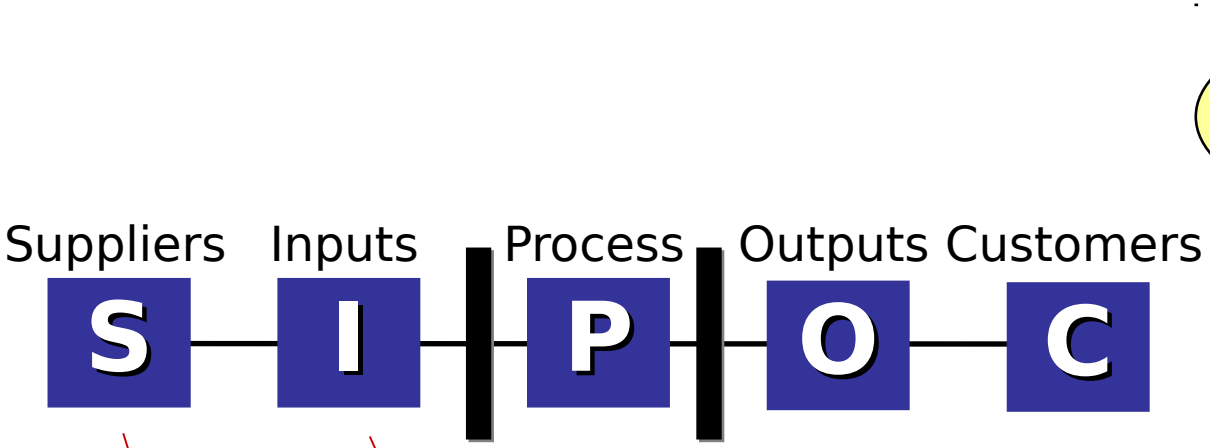
CTQ = "Critical to Quality"
Key measurable characteristics that must be met in order to satisfy the customer

Process outputs that directly relate to the CTQ. (Specifications for these outputs determine "defects")

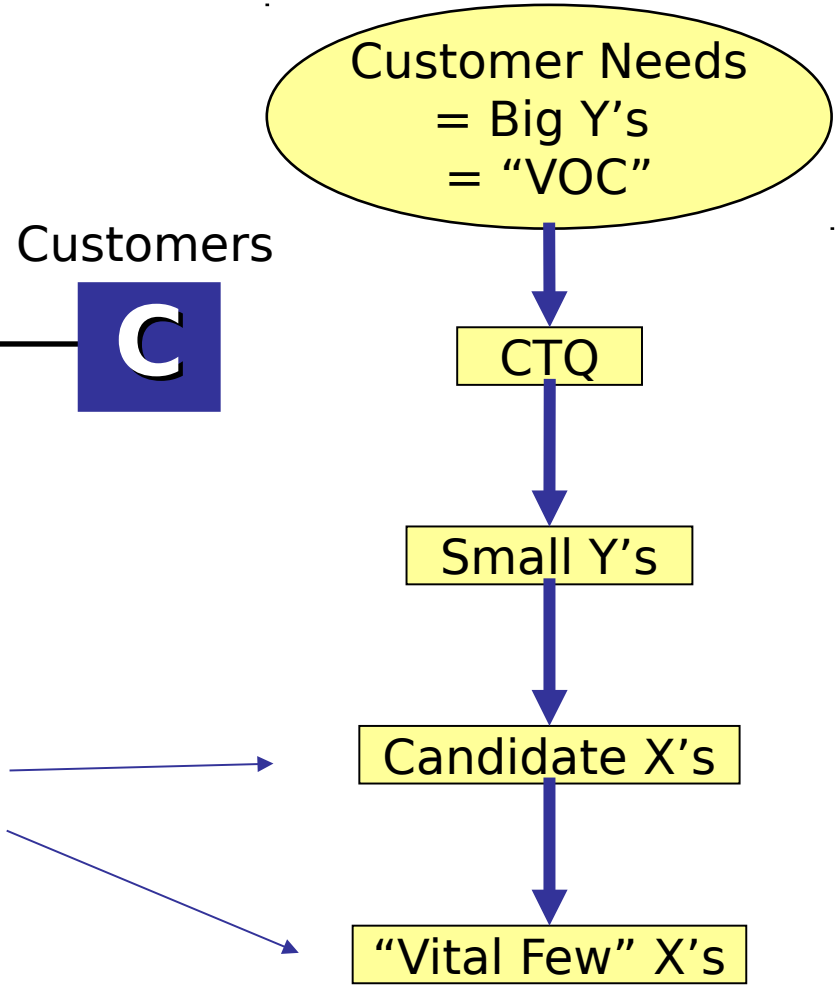
Process inputs, controls, and factors that potentially impact the Project Y.

X's that can be adjusted to achieve Six Sigma performance

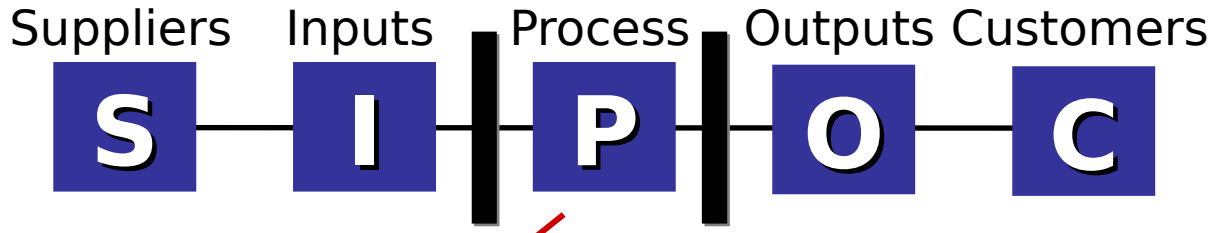
Other SIPOC Uses



Suppliers and Inputs help identify potential upstream X's



Why develop a SIPOC in the DEFINE Phase?



The PROCESS defines the BOUNDARIES for project scope and documents "how things work"

The OUTPUTS lead to potential metrics

Each OUTPUT should have one or more CTQ

Customer Needs = Big Y's = "VOC"

CTQ

Outputs Y

A Customer Is…

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- Any person or organization that directly receives a product or service (Output=CCA certify/confirm) from our work activities (Process= CCA compliance/admin)
- Customers directly receive a product (output)
  - A deliverable
  - Discrete units (can be counted)
- Customer Roles
  - Depends on the output
  - End-User – uses the product
  - Internal User – uses the product
- Primary Performance Need Categories
  - Quality
  - Cost
  - Speed

Supplier	Process	Customer

Requirement (CCA Elements)	**Compliance**	**Certification/Confirmation**
End-user (Oversight)	**Sub-Matter Expert (SME)**	**DoD CIO (Congress)**
Stakeholders (Execution)	**DoD CIO**	**PSA, MDA, PM**

Metrics – How should we measure compliance?

Compliance Quality Metrics:

- The aim of the metric is to maintain a consistent standard against which the quality of compliance with respect to each CCA element can be objectively measured,
  - Regardless of the reviewer,
  - Regardless of the target CCA element,
  - Regardless of how the oversight for compliance is performed—i.e., OSD staff or the Component staff.
- This is a deficiency-based method. The more deficiencies (weaknesses) a document has in being CCA compliant for an element, the poorer the quality of the compliance.

Metrics: What is compliance, and how do we know?

- Compliance: Consists of the compliance policies and procedures which guide programs' adherence to statue and regulations.
- Compliance Oversight: Review of Title 40/CCA requirements to determine their level of compliance, as well as the effectiveness of, and adherence with, acquisition policies and procedures.
- How do we know something is compliant?
  - Required evidence (that allow organizations to analyze, monitor and deliver that information for statutory, regulatory, and operational purposes.)
  - Meet accepted standards
  - Ability to assess and monitor the risks associated with the compliance activities as low, moderate, or high

Metrics: Attributes

- Metrics are generally defined as:
  - "specific measures that communicate information about quality, processes, technology, products, and resources." (DAU LOG 204 Course material)
- An optimum metric would have the following attributes:
  - Tells how well organizational goals are being met thought processes and tasks;
  - Represents cause-effect relationship;
  - Is simple, understandable, logical, repeatable;
  - Shows a trend (measures change, progress);
  - Is unambiguously defined;
  - Uses data that is cost effective to collect;
  - Allows for timely collection, analysis, and reporting of information; and
  - Provides insight that drives appropriate action

Path Delay Factors and Optimizing Cycle Time

1. Delay - Time spent waiting for information, approvals, etc. It can even factor in voice or email message response times, etc.

2. Review - Inspection of completed or partially completed work to check for errors or omissions (confirming conformance to policy, regulation, statutes or best practices). It may include review work of people new to the process or new employees (interns) or newly assigned responsible for various aspects of CCA (draft, approval, etc)

3. Mistakes - Redoing work because of errors or omissions identified internally (e.g. correcting data entry errors) or noticed by external stakeholders (e.g. resending CCA documentation to ameliorate errors fixed on previous versions - documentation management and control issues).

4. Duplication - Activities that are done elsewhere in the system (e.g. acquisition, PPBE, requirements or even service component versus DoD component) or that can be done more easily by another part of the system (e.g. writing data onto a form prior to computer entry or making hard copies of a form that is saved electronically).

Path Delay Factors and Optimizing Cycle Time

5. Movement - Physical transport of information, personnel or equipment (e.g. traveling to attend meetings or mailing/sending reports to customers/stakeholders).

6. Processing inefficiency - Performing a task in an ineffective manner (e.g. reinventing the wheel, every time a report is generated it is seen as unique and there is always a learning curve due to inexperienced people, processes, structures).

7. Resource inefficiency - Ineffective management of personnel, equipment, materials, or capital (e.g. idle workers or using workers for tasks not requiring their skills or expertise).

Questions for Title 40/CCA Sub-teams

Title 40/CCA Core Team

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- Who are the customers? What are their requirements? Are they measurable? How were the customer requirements determined?
- What are the key success factors for requirement being achieved? What is a requirements defect (what can go wrong)?
- What is the impact of requirement on the program, customer, and its relationship to acquisition process?
- What is the process/work flow to determine compliance?
- Who are the key stakeholders? How will they be involved in the project? Who should be on the team?
- What have been the key lessons learned to date (if any)? What kinds of barriers/obstacles will need assistance to be removed?

DATA

- What are the top 3 issues experienced by those completing the requirement across the product life cycle? How often does the issue occur?
- What entity/agency causes the issue? How often does the entity cause the same issue?
- What effect does the issue have on the work being conducted (how is the issue felt?)
- How long does it take to correct the issue?

Determining Customer Needs

- Customer Interview
  - Important information gathering technique to identify and understand customer needs
  - Ability to ask follow-up questions to gather more complete and useful feedback
  - Fosters cooperative working relationships between customer and supplier
  - Must be well planned

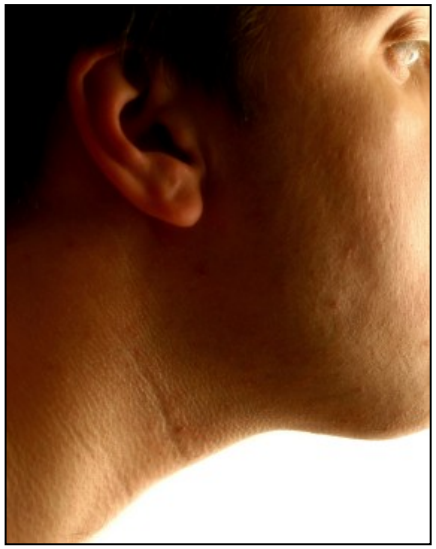
Customer Interview Procedure

- Before the Interview:
  - Gather background information
  - Outline areas to be covered and major questions to be asked:
    - Open-ended questions
    - Who, What, Where, When, Why, and How
  - Choose a comfortable meeting place

- During the Interview:
  - Help interviewee feel comfortable
  - Tell interviewee the purpose and proposed length of the interview
  - Remain analytical and objective
  - Take notes
  - Summarize and reflect back answers to verify what you learned

- After the Interview:
  - Thank the interviewee
  - Review and interpret data as soon as possible

Interview Suggestions



- **Ask:**
  - "What barriers do you face in doing …?"
  - "What issues do you encounter when …?"
  - "What are the main issues as they relate to …?"
  - "In an ideal world, what would you improve?"
  - "Why is that true?"
  - "Tell me more about that."
  - "Give me an example."
  - Open-ended questions

- **Listen!**
  - Conduct the interview so that the interviewee feels like the customer

Next Steps

- Next Meeting:
  - 7 October (every Tuesday: 9 AM – 11 AM, CS4 - Room 310)
- Homework: TBD
- Action Item: TBD
- Focus:
  - Progress Update: Data gathering efforts being conducted by sub-teams
    - Sub-team Problems/Issues
    - Sub-team Needs (i.e. resources, etc.)
    - Progress made